



# Arizona Department of Emergency and Military Affairs

## Annual Report 2004



### *Our Vision*

*A Department which will consist of trained and educated members who will provide for the safety and well-being of the state and nation throughout the 21st Century. We will encourage people to excel and to actively participate in shaping our destiny.*

# AZ Department of Emergency and Military Affairs Organizational Chart



Governor Janet Napolitano



Major General David Rataczak  
The Adjutant General



Michael Virgin,  
Director  
Joint Programs



Frank Navarrette,  
Director  
AZ Division of  
Emergency  
Management



BG Matthew  
Whittington,  
Asst Adjutant General  
- Joint Staff AZ Na-  
tional Guard



BG Richard Maxon,  
Asst Adjutant  
General - Army  
AZ Army National  
Guard



BG Michael Shira,  
Asst Adjutant  
General - Air  
AZ Air National  
Guard

The Department of Emergency and Military Affairs' mission is *To promote, protect and defend the health, safety, peace and quality of life of the citizens of our communities, state and nation.* DEMA is divided into three programs: Administration, Emergency Management and Military Affairs. The Administration program coordinates the activities of the other programs. It provides overall financial, contracting, personnel and property management actions. The Emergency

Management program prepares and coordinates emergency response plans for the state. The Military Affairs program contains the Army National Guard and the Air National Guard programs each of which develop, train and sustain a military force for the protection of life and property, preservation of peace, maintenance of order and public safety. It also administers Project Challenge for training at-risk youth and the Joint Counter Narcoterrorist Task Force.



## Division of Joint Programs

### **Mission:**

*To provide leadership and support resources to all elements of the department.*

### **Overview:**

This has been a challenging but productive year with a large number of military construction projects combined with budget constraints. We are happy and proud of the donations we have received from the community and corporations, for the Family Assistance Fund. We have helped over 400 families and raised over \$800,000. The community support has been unprecedented. We are proud of the many accomplishments this year, one being the opening of the new Morale, Welfare and Recreation office. We have brought lower priced tickets for theme parks, movies, hotels and tours to our soldiers. Project ChalleNGe just kicked off a \$5 million dollar Capital Campaign. Project ChalleNGe also saw two more graduating classes, adding over 200 students to their continued success. New legislation was passed this year allowing Purple Heart recipients, soldiers who receive an injury that leads to a discharge and families of service members that died while on duty, to receive tuition assistance for college.

We have also had our share of challenges, and these challenges will continue. As Arizona grows we must address issues of encroachment at the Florence Military Reservation training area and the Western Army Aviation Training Site, at Silverbell Heliport, Marana, AZ.

### **Major Accomplishments for Facilities Maintenance Office:**

**Marana Solar Farm** - A project to install 20 Kilowatts of solar power (electrical energy generation) continues to be installed at the WAATS flight simulator facility, Silverbell Army Heliport, Marana. The project is on schedule to be completed in mid-summer of 2004. The system will consist of five Kilowatt photovoltaic arrays (currently four modules in parallel with each other), which will provide a total of 20 Kilowatts of solar electrical power to the simulator facility during (sunny) daylight hours. The system will provide high quality electricity for the WAATS simulator computer room. Utility service will provide backup power for the building in the evenings and on cloudy days and the renewable energy source will help reduce demand costs during the peak use time-of-day.

**Army Aviation Support Facility #3 WAATS Hangar, Marana, AZ** - \$14 million. Construction is on schedule, remains on budget, and is currently 90% complete with a substantial completion date of 8 Sept 04. The project is approximately 85,000 square feet of new hanger maintenance/office space and will provide world-class facilities for the Army's Apache and Blackhawk helicopters. A change order was issued Benham (A/E) and Sundt (general contractor) to include construction of a new Aviation Combined

Arms Tactical Training and Long Bow Crew Trainer (AVCATT/LCT) Simulation building (\$700,000), which is also due to complete in Sept. 04. As of recent, the project design/construction team is working on renovating an existing structure for a Blackhawk Simulator at a cost of approximately \$700,000.

**Yuma Readiness and Community Center, Yuma, AZ** - \$3.5 million. Construction is on schedule, remains on budget, and is currently 90% complete with a substantial completion date of 10 Sept 04. This is the first of many joint use/collaboration projects between City entities and the Arizona Army National Guard. The project is approximately 25,000 square feet of drill hall, office, and maintenance bays.



Yuma Readiness Center.

**Aviation Readiness Center, Papago Park Military Reservation** - \$2.5 million. The project will provide approximately 13,000 square feet of office/classroom space to State aviators. The project is on schedule to complete in Feb 2005 after a 110-day delay with an existing underground utilities conflict. The project design team, along with the contractor, are working diligently to minimize the delays and associated costs. The contractor has received the structural steel and is currently going vertical with the masonry.

**91st CST (Civil Support Team) – Papago Park Military Reservation** - \$1.5 million. The project is approximately 11,000 square feet of office/maintenance bay space for a 22 person team of highly trained “first responders” who react to attacks/accidents with WMD. Their primary mission is to coordinate with local police, fire, and EMT professionals during such an event. The contractor is approximately 85-90% complete with the final punch list and we expect to issue beneficial occupancy by 13 Aug 04.

**One-Stop Personnel Center, Papago Park Military Reservation** – \$1.5 million. The intent of the project is to double the existing approximately 14,000 square feet of warehouse space to approximately 28,000 square feet of office space. The conceptual designs (10%) are currently at NGB for review/approval and are expected back the week of 9 Aug 04. Sahara (general contractor) was selected from the CM@R interview process. The design team is proceeding with the preliminary designs as well as the budget.

**Tempe Readiness Center** - The Arizona National Guard, city of Tempe, Arizona State University and a well-respected local developer are collaborating on a mixed-use project in downtown Tempe. Several innovative design plans are being considered at present.

**Camp Navajo (Flagstaff) Qualification Training Range Project** - \$3.0 million. The preliminary design phase (35%) has been approved with comments from NGB. We expect the final report the week of 9 Aug 04 from NGB. Construction is expected to begin sometime in FY 2005.

### Challenges/Issues:

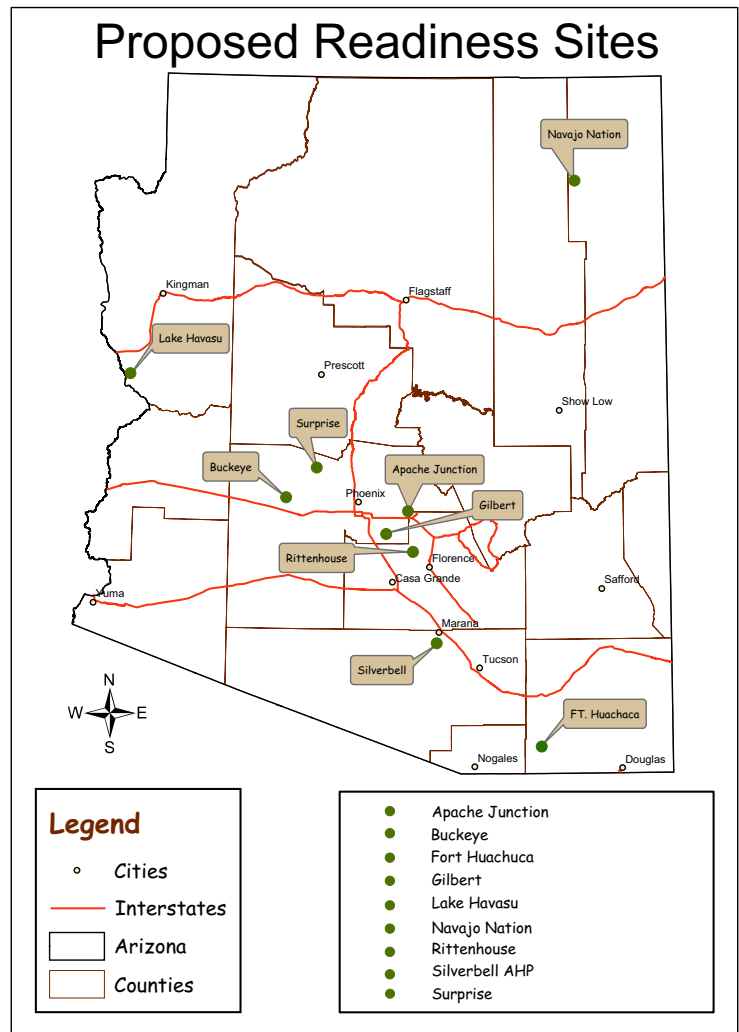
With the expansion of facilities and structures to meet the growing training and administrative needs of the Arizona Army National Guard in this age of terrorism, the most significant challenge and what has become an increasingly critical issue is obtaining the necessary financial resources to support this effort. Further exasperating this situation is the 400,000 square foot shortfall the Guard is currently experiencing needed to adequately accommodate the assigned military units and organizations. Budget constraints at the federal and state levels are reaching proportions that make it difficult to properly staff, operate and maintain critical building systems. Serious considerations should be given to these issues as soon as possible in order to avoid costly degradation of existing and future critical facilities.

### Major Accomplishments of Purchasing/ Contracting:

- Major revision of DEMA Directive/Procedures for Purchasing.
- In the process of rewriting, revising and improving old bid templates, quotation forms, contract terms/conditions, etc., to make the terms contained consistent with current laws, regulations and policies of the State Procurement Office and DEMA.
- Improved purchasing procedures and standardization of forms used by departments for Sole Source, Emergency and Impracticable procurements.
- Improved customer service within DEMA and closer coordination with the State Procurement Office.
- Successful processing and close out of Purchase Orders and contracts for end of '03 State fiscal year.
- On time conversion from Master Card to American Express (NOTE: This was completed before the deadlines imposed.)
- Standardization of processes and development of office manual/desk procedures for each staff position in department.

### Challenges/Critical Issues (Both past and present):

- Improving customer service and gaining trust of internal clients/senior management so the procurement process is not seen as a hassle/impediment to their operational needs.
- Introduction of strategic purchasing practices instead of reactive tactics currently in place.
- Improving pay scale for line and staff positions.
- Providing additional education and training opportunities to allow procurement staff the opportunity to become certified as either: Certified Professional Public Buyers, Certified Professional Procurement Officers or Certified Purchasing Managers.



- Design of web page and staff training to post bid solicitations on web page to allow for wider advertisement of solicitations.
- Introduction of electronic bid packages (vs. paper) from vendors.
- Implementation of bid/quote record database to eliminate manual processes of assigning bid numbers.

### Major Accomplishments of Human Resources:

The agency has had to create 50 positions (an overall 10% increase) in direct support of the agency's Federal mission due to the need to back fill deployed Federal Technicians (38) and the Family Readiness Support office (12).

### Major Accomplishments of the Arizona Family Assistance Fund:

The Family Assistance fund, a subsidiary of the Arizona Reserve Component and Emergency Relief Fund is dedicated to the general welfare of Arizona Reserve Component military families. The fund helps in emergencies with rent and mortgage, food and utilities, essential transportation and vehicle repair, emergency travel, funeral expenses, medical expenses, and other emergency needs. This year, we have helped a total of 427 families and raised a total of \$856,000 since inception.

### Major accomplishments of Morale, Welfare and Recreation:

In the fiscal year of 2003-2004, the MWR office was created for Arizona's National Guard. In the first six months of its existence, we have accomplished a great deal. We developed an MWR Needs Assessments resulting in over 350 returned surveys. We have put together a successful softball tournament. Working with the Arizona Diamondbacks, we received 200 free tickets for recently deployed troops and their families to the Diamondbacks' Armed Forces Day game. We also had an opportunity to be recognized and thanked publicly on the Bank One Ballpark field with a standing ovation from the fans and players. A *Rape Escape* class was provided and taught by a nationally recognized instructor. There has been coordination of the Military Ticket Program (MTP), resulting in the opening of the Information, Ticketing & Tours (ITT) office offering discount tickets to major attractions and hotels both locally and nationally along with tours to such places as Laughlin, Hawaii, resort areas of Mexico, Telluride, Alaska and New York City. We have successfully installed and are managing an RV storage lot. Childcare surveys have been sent out to determine needs of soldiers.

### Major Accomplishments of Project ChalleNGe:

During Fiscal Year 2003/2004 Arizona Project ChalleNGe graduated a total of 182 students 98 in class 21 and 84 in class 22. One hundred thirty-five graduates received their high school General Equivalence Diploma which equates to 74.2% success rate. Twenty-three students opted for military service and there are currently six students waiting for induction. The remainder of the students are going to college or working part time or full time.

#### **Challenges:**

The major concern of the program stems from federal funding allocation. The current ratio of state match is 60% federal dollars to 40% state funds. I would like to see the program allocation mirror the matching dollars required by other DoD funding within DEMA.

Project ChalleNGe young people work through many different stages before graduating.





# Arizona Division of Emergency Management

## Director's Comments (Division Overview):

The AZ Division of Emergency Management serves to develop and strengthen partnerships within the state to protect the health and safety of people and property. Arizona's emergency management community consists of thousands of dedicated personnel working together in a shared partnership between the public and private sectors.

### Mission:

*The division coordinates emergency services and the efforts of governmental agencies to reduce the impact of disasters on persons and property in Arizona.*

### Division's Goals:

- Reduce or eliminate the effects of disasters through mitigative activities.
- Increase preparedness to reduce the impact of emergencies and disasters through comprehensive planning, training and exercise programs.
- Increase state, local and private capabilities to respond to and recover from emergencies and disasters.
- To implement the Emergency Planning and Community Right-to-Know Act.

In 2004 the Division progressed from being reactive mode to many federal initiatives to being highly proactive in integrating federal and state initiatives. Amidst a nine year drought, recovering from several major wildland fires, and recovering from budget deficits, Arizona has made tremendous progress towards solidifying Arizona's emergency management community. Significant progress was made toward implementing state-wide disaster mitigation planning, interoperable communications initiatives, and equipping our first responders for weapons of mass destruction events.

### The primary emergency management activities during 2004 were:

- Activating the State Emergency Operations Center in response to the Kinishba Fire and Petroleum Distribution Emergencies and contending with an on-going nine-year Statewide drought;
- Assessing and enhancing a state-wide WMD response capability;
- Establishing a State Citizen Corps Council and increasing the number of local Citizen Corps Councils and Community Emergency Response Teams;
- Developing of a State All-Hazard Enhanced Mitigation Plan, developing a comprehensive Local All-Hazard Mitigation Model Plan, an implementing a strategy for local mitigation plans for all jurisdictions within the State;

- Enhancing the communications capability for the state-wide emergency management community and interoperability between 1<sup>st</sup> responders; and,
- Planning for the continuity of essential agency functions and the continuity of State government.

**Emergency Response Protocol:** The Division is capable of activating the State Emergency Operations Center within 45 minutes. It maintains a Certified Response Team consisting of a Duty Officer and a five person Support Team available 24 hour-a-day to receive emergency alerts, issue warnings and instructions to the public, and to coordinate initial state response with local emergency officials. The duty officer serves as the division's point of contact for the State Warning Point, managed by the Department of Public Safety.

**Organization:** The division consists of the director's office and is organized along functional lines with four sections: Operations Section; Preparedness Section; Logistics Section; and the Arizona Emergency Response Commission.

**Office of the Director:** The director formulates policy and provides guidance affecting all aspects of division activities. In times of emergency, the director serves as the Governor's Authorized Representative and administers emergency funds allocated by the declaration. The director also serves as chairman of the Arizona Emergency Response Commission and also currently serving as the director of the State Office of Homeland Security. The deputy director has direct supervision of the Division staff in performing "emergency management" duties.

**Operations Section (Response, Recovery and Mitigation):** The Operations Section executes emergency response, recovery and mitigation planning through the coordination and application of federal and state resources. In the event of a major disaster, a separate Disaster Recovery Section would be activated to manage a Disaster Field Office to manage technical support and funding programs for long-term recovery efforts.

**Preparedness Section (Planning, Training and Exercise):** Preparedness strengthens emergency management through planning, training and exercising of our emergency management community: (local, state, and federal governments, voluntary agencies, business and industry, and individual citizens) to respond to, recover from, and mitigate against disasters through planning, training and exercise activities.

**Logistics Section:** Logistics consolidates logistics, facilities, telecommunications and information management functions for the division. During emergencies, the section coordinates emergency procurement, availability of state and federal resources and support for the State Emergency Operations Center. During routine periods, the section coordinates procurement activities, manages facilities and asset inventories; and, manages communications resources to support communications during emergencies and disasters.

**Arizona State Emergency Response Commission (AZSERC):** The AZSERC implements the federal Emergency Planning and Community Right-to-Know Act (EPCRA) program in Arizona;

supervises of Local Emergency Planning Committees, administers state and federal grants, coordinates emergency notification of chemical releases, public disclosure of business and industry, chemical inventories and emergency plans, risk communication, and EPCRA outreach activities to support emergency responders, industry, community and academia.

**Activities - Federal Missions:** Not applicable.

**Activities - State Missions:**

**Presidential Declarations of FY 2004.** None.

**Presidential Declarations (Open):**

**1 East Mesa Presidential Disaster, October 1999 (1304-DR).**

The Presidential declaration provided approximately \$84,000 in Individual Assistance to the city of Mesa residences and SBA assistance to businesses. Only the related Hazard Mitigation Grant Projects remain open (**SEOC activated**).

**2 La Paz / Maricopa County Storm Emergency Presidential Disaster, October, 2000 (1347-DR).** The Presidential declaration provided Individual and Family Grants and Public Assistance to La Paz and Maricopa Counties due to severe monsoon flooding (**SEOC activated**).

**3 Rodeo-Chediski Fire Emergency (22006-DR-1477):** The Governor declared the Rodeo Fire Emergency (Navajo and Apache Counties) on June 29, 2002 and on July 1, 2002, the Governor amended the proclamation to include the Chediski Fire on the Fort Apache Indian Reservation. On June 25<sup>th</sup> President Bush awarded \$20M for the Fire Management Assistance Grant and declared the Rodeo-Chediski Fire a major disaster (**SEOC activated**).

**4 Aspen Fire Emergency (23004 / DR-1447):** On June 17, 2003, the "Aspen Fire" began on Mt. Lemmon, Coronado National Forest in Pima County. The human caused fire started south of Summerhaven having 500 residences, 30 commercial, & numerous outbuildings. Governor Napolitano declared a state of emergency on June 19, 2003 for Pima County (**SEOC activated**).

**Presidential Declarations (Closed).** None.

**Gubernatorial Proclamations of FY 2004:** Due to resource requirements exceeding the capacity of local government, four Gubernatorial proclamations were declared:

**1 Kinishba Fire Emergency (24101):** On July 15, 2003, the Governor declared and allocated \$200,000 to the Kinishba Fire Emergency (**SEOC activated**).

**2 Roosevelt Estates Flood Emergency (24102):** On September 8 & 9, 2003, a severe thunderstorm hit the Roosevelt Estates area bringing 10 inches of rain in less than 10 hours. This storm caused damages to 56.14 miles of roadway/streets, washing out bar ditches, destroying road signs, significant amounts of debris littered the area and plugged culverts. Approximately 80% of the homes in the community suffered some degree of damage. Three homes were

completely destroyed. Utilities and potable water were impacted and taken off line. On December 5, 2003 the Governor declared an emergency for Gila County and allocated \$100,000 toward response and recovery efforts.

**3 Petroleum Distribution Emergency (24103):** Arizona's sole supplier of pipeline refined petroleum product, Kinder Morgan, suffered a breach to its east pipeline near the City of Tucson; and a state of emergency was declared on August 21, 2003, to address the transport and delivery of petroleum products. On August 21, 2003, the Governor declared a state of emergency in Maricopa County due to the temporary closure of the Kinder Morgan east line and the continuing need for additional refined petroleum product. No money was allocated to this emergency and it was terminated on February 25, 2004 (**SEOC activated**).

**4 Apache County River Reservoir Dam Emergency (24104):** On March 30, 2004, increased seepage flows and sediment were noted in an original masonry conduit on the downstream side of the River Reservoir dam located east of Greer in Apache County. This earthen dam was constructed in 1896; in 1996 substantial repairs were completed on the spillway and embankment for stability. The seepage from this conduit was about 150 gallons per minute. Ongoing measurements of seepage and sedimentation suggested that the dam might be failing. On April 19, 2004, the Governor proclaimed an emergency for Apache County as the possible structural compromise of this earthen dam posed an eminent risk to residents and as many as 104 homes within the communities of South Fork, Eager and Springville located downstream of this facility.

**Gubernatorial Proclamations of FY 2001-2003.** The following prior year State emergency declarations remain open:

**1 La Paz / Maricopa County Storm Emergency (21104):** Severe thunderstorms and heavy rains throughout the State began Oct 21, 2000 and continued through November 8, 2000, causing flooding, road closure, and property damage in five counties (**SEOC activated**).

**2 Potential Terrorism Threat (22002):** Beginning September 11, 2001, terrorist attacks inflicted in various locations across the U.S. posed significant threat to citizens causing a heightened level of security throughout Arizona. Due to the potential threat the Governor declared a state of emergency on September 12, 2001, allocating \$40K in emergency funds (**SEOC activated**).

**3 Rodeo-Chediski Fire Emergency (22006):** The Governor declared the Rodeo Fire Emergency (Navajo and Apache Counties) on June 29, 2002 and on July 1, 2002, the Governor amended the proclamation to include the Chediski Fire on the Fort Apache Indian Reservation and to allocate an additional \$100K for a total of \$200K. On June 25<sup>th</sup> President Bush awarded \$20M to Arizona for the Fire Management Assistance Grant and declared the Rodeo-Chediski Fire a major disaster (**SEOC activated**).

**4 Forest Health Emergency (23003):** On May 22, 2003, the Governor proclaimed an emergency for Forest Health for the ongoing drought conditions and the infestation of the Pine Bark Beetle.

The proclamation directs the Arizona State Land Department (ASLD) in conjunction with the Arizona Division of Emergency Management (ADEM), the Arizona Departments of Game and Fish, Transportation, Environmental Quality and Health Services to work with other appropriate state and local entities to expedite the clearing of dead, dying and diseased trees and other vegetation that interfere with emergency response and evacuation needs. Several forest health projects to reduce the potential impact of wildland fires were



funded in the June 2003: 19 projects were approved; 17 were managed by local jurisdictions and were fully funded; two projects belonging to the Arizona Department of Transportation and the State Land Department were 60% funded. In SFY04, \$457,390 was allocated fully finance these two projects (**SEOC not activated**).

**5 Aspen Fire Emergency (23004):** On June 17, 2003 the Aspen Fire ignited in Pima County. On June 19, 2003 the Governor proclaimed an emergency for Pima County. On June 24, 2003, the Governor amended the proclamation to include Pinal County. On July 14, 2003 the President declared a Major Disaster Declaration for Pima County for the Aspen Fire. The Federal Declaration approved Public Assistance and Mitigation Assistance. No Individual Assistance was approved (**SEOC activated**).

**6 Search and Rescue (SAR) Emergency Contingency:** Arizona's SAR community conducted hundreds of missions statewide. The State SAR Coordinator manages reimbursements to the county governments and state agencies and expeditiously supports multi-agency response to include resource acquisition and mission coordination.

**Gubernatorial Proclamations Terminated:** The following State emergency declarations were closed out during FY 2004:

**1 Drought (Statewide)(99006).** On June 23, 1999, the Governor proclaimed an emergency due to the lack of precipitation, which significantly reduced surface and ground water. The continuing drought endangers the crops, property and livestock of the citizens of Arizona. The proclamation included the activation of the State of Arizona Emergency Response and Recovery Plan (**SEOC not activated**).

**2 Potable Water Shortage (23001):** Due to drought, Coconino and Gila Counties began hauling potable water in June and May, respectively. Due to the continuing lack of potable water, the declared a state of emergency on July 3, 2002, allocating \$50K to support county efforts to provide potable water to stricken counties (**SEOC not activated**).

**3 Exotic Newcastle Disease (23002).** Terminated August 28, 2003.

**4 Petroleum Distribution Emergency (24103):** Arizona's sole supplier of pipeline refined petroleum product, Kinder Morgan, suffered a breach to its east pipeline near the City of Tucson; and a state of emergency was declared on August 21, 2003, to address the transport and delivery of petroleum products.

**5 Roosevelt Estates Flood Emergency (24102):** On December 5, 2003 the Governor declared an emergency for Gila County and allocated \$100,000 toward response and recovery efforts from flooding due to a severe thunderstorm that hit the Roosevelt Estates area bringing 10 inches of rain in less than 10 hours.

**Major Accomplishments:** The Division's accomplishments are grouped into the following categories: Policy, Operations, Preparedness, Logistics and the Arizona Emergency Response Commission:

#### **A. Policy:**

**Emergency Management Accreditation:** The state of Arizona's Emergency Management Program has received full accreditation by the Emergency Management Accreditation Program (EMAP) being the third statewide program in the United States to earn this distinction of significant achievement. EMAP is a voluntary accreditation process for state, territorial and local government programs that coordinate preparedness, response and recovery activities for emergencies and disasters. It recognizes the ability of a state or local government to bring together personnel, resources, and communications from a variety of agencies and organizations in preparation for, in response to, and recovery from an emergency forming the foundation of the nation's emergency response system.

#### **B. Operations (Response, Recovery, Mitigation):**

**Disaster Mutual Aid:** The Arizona Mutual Aid System establishes agreements between local and state governments to share resources in response to an emergency or disaster. Arizona is an active member of the national Emergency Management Assistance Compact and a signatory to the Southwestern Caucus Supplemental Agreement to the Interstate Civil Defense and Disaster Compact which includes Arizona, California, Colorado, Nevada, New Mexico and Utah. In 2004 additional mutual aid activities were:

- Arizona's Master Mutual Aid Agreement was newly promulgated in 2004 between all 15 counties; and,
- Arizona promulgated a state-wide fire response mutual aid agreement.

**Hazard Mitigation:** Mitigation programs reduce deaths, injuries, property loss, support economic recovery, and reduce the impact of disasters on a community. The Division contracted to develop a comprehensive State All-Hazard Mitigation Plan in 2004 and a comprehensive Local All-Hazard Mitigation Plan for all local jurisdictions.

#### **C. Preparedness (Planning, Training & Exercise):**

**State Emergency Response and Recovery Plan (SERRP) Program:** In May 2003, Governor Napolitano presented the Governor's Strategic Plan For Protecting Arizona From Terrorism directing ADEM to enhance and update the state's emergency response and recovery plan. A complete assessment of the status and needs of the current plan was made involving all appropriate state agencies, volunteer organizations and private enterprises. The updated SERRP was forwarded to the Governor who promulgated the plan in February 2004 by Executive Order.

**State Continuity of Government Plan:** DEMA initiated planning to relocate the Governor, Staff, cabinet members and the State Legislature to an alternative government seat. The Arizona National Guard prepared an operations plan and conducted a concept exercise to transport and support the *continuity of government* contingency. Additional sub-plans are being developed that will integrate the operational support requirement of the Governor's Office and the State Legislature. The *Continuity of Operations Annex* was incorporated into the new SERRP.

**Business Continuity Planning (BCP).** Per Governor's Executive Order, each state agency promulgated a BCP implementing process and procedures for restoring critical, essential and administrative functions necessary to provide public services. ADEM was given the lead to manage the state BCP program where the Division provides technical assistance, evaluates plans and ensures each agency exercises and updates their plans annually.

**Emergency Management Training:** The Division Training Office offered more than 100 courses in the following areas: Emergency Management, School Safety, Domestic Preparedness, Hazardous Materials, Homeland Security, Weapons of Mass Destruction, and many Internal Staff Development Training. The Division trained more than 3,000 students

**Comprehensive Exercise Program (CEP):** The CEP continued to assist local and state agencies in testing and updating their Emergency Operations Plan (EOP). Assistance was provided in the form of Exercise Design and Evaluation courses and individual assistance site visits. Significant activities included: two Radiological Emergency Preparedness exercises, two state-level exercises (wildland fire, bi-national WMD) and several county WMD exercises. The state conducted a full-scale bi-national exercise in conjunction with Santa Cruz County, city of Nogales, Nogales, Mexico and the State of Sonora, Mexico relating to terrorism and hazardous materials November 16-18, 2003. Participation included more than 50 federal, state and local agencies.

**Radiological Emergency Preparedness Program:** Federal regulations require a commercial nuclear power plant to receive and maintain an operating license and mandate local and state governments to prepare and maintain a plan and demonstrate

emergency response capabilities that will protect the population from the effects of direct radiation exposure and minimize the potential for persons ingesting radiologically contaminated substances. The State of Arizona/County of Maricopa Off-Site Emergency Response Plan for Palo Verde Nuclear Generating Station (PVNGS) was exercised/evaluated in February, 2004.

**Domestic Preparedness Program:** The DPP supports the initial 1996 federal legislation and ongoing federal and state initiatives to increase the capacity of state and local governments to respond to and recover from terrorist incidents to include WMD attacks. The members of the Domestic Preparedness Task Force and Executive Advisory Committee continue to be active partners in this process.

**Principal activities in 2004 included:**

- Updated statewide vulnerability assessment.
- Updated homeland security strategy to prevent, prepare for and respond to terrorism; strategy to implement "regionalization" to develop response capability.
- Allocating/managing USDHA funds to the first responder community.
- Testing and validation of the state's strategy for preparedness and response.
- Identification of appropriate steps for Arizona and its communities to take in order to prevent, if possible, and prepare and equip for WMD events.
- Implemented a training curriculum relating to the prevention, preparedness and response to WMD events.

**D. Logistics:** Logistics consolidates logistics, facilities, telecommunications and information management functions for the division. Significant 2004 activities were:

**1 State Emergency Operations Center (SEOC):** The SEOC supports disaster response representatives from state and local governments, volunteer organizations, and to direct and coordinate disaster response. The facility maintains data automation, multimedia distribution and telecommunications systems to support this coordination effort. Numerous upgrades to telecommunications and information technology systems were installed to increase capability.

**2 Alternate State Emergency Operations Center (ASEOC):** Although a joint-use ASEOC is maintained in Prescott which also serves as a forward emergency operations center for the northern regions of Arizona, the Division partnered with Arizona State University to develop an additional ASEOC in central Arizona. This facility will provide ASU an SEOC to be incorporated in their emergency management degree program and provide the State with a "hot" ASEOC should displacement be required.

**3 Emergency Alert System (EAS):** The Division is the lead state agency for the statewide EAS. Division staff provided EAS upgrades for all counties, the SEOC and the State Warning Point at the Department of Public Safety.

**4 Information Management (IM):** The Division's LAN automates a day-to-day operations and supports a web-based



ADEM training photo.

emergency information management system to support a statewide disaster response. The LAN is integrated with Arizona's wide area network MAGNET. The Division emergency information uses the web-based *E-Team* system. *E-Team* allows city, county and state to manage disaster information, taskings, etc., using a common system which expands to allow additional participants. The Division LAN supports the agency's Homepage at [www.dem.state.az.us](http://www.dem.state.az.us).

**5 Telecommunications:** The Division continued to improve the capabilities of the statewide emergency communications system. The Division serves on the Arizona Public Safety Communications Committee formed to study and implement strategies for:

**1 Border County ACU1000 Project:** The objective is to install a *patching controller* at each of the southern border counties: Santa Cruz, Yuma, Cochise and Pima, to resolve major interoperability issues of *unlike* radio systems (frequencies and bands). Installation to include controller, radios, antennas and associated facilities required to meet local needs. Completion to include training and initial programming of controller configuration.

**2 Statewide (Fixed-Facility) Interoperability Communications System:** The objective is to provide near-term, low-cost fixed-facility interoperability communications in each county/region. This RFP is targeted for resolving immediate (near-term, low-cost) needs, helping to fill gaps while working to establish a statewide strategic effort, i.e. statewide 700MHz System.

**3 Mobile Interoperability Communications System:** The project will develop mobile communications capability that is deployable to incident/disaster areas lacking coverage and/or interoperability communications. This includes building a mobile operations center vehicle (RV-style), and two mobile communications vehicle (van-style), that would be outfitted with necessary compatible communications and interoperability equipment.

**4 800MHz Trunking System:** Initiated an agreement with APS to utilize their existing statewide 800MHz radio communications system for state and county emergency services, for considerable cost savings. The objective is to establish reliable emergency communications between the state and county EOCs using the APS 800MHz system.

**5 Government Emergency Telecommunications Services (GETS):** GETS is a telecommunications service provided by the Office of the Manager, National Communications System that supports federal, state and local government, industry, and non-profit organization personnel in performing their National Security and Emergency Preparedness missions. ADEM provided GETS cards for Homeland Security and the Governor's staff.

**6 State Alert and Notification System:** Initiated project to implement a system which

will alert and notify key personnel and jurisdictions to threats and activities.

**7 Governor's Emergency Information Center:** Established a system to replicate all SEOC graphics to a display in the Governor's Cabinet conference room.

**8 Secure Video Tele-Conferencing (VTC):** Completed the installation of a secure VTC system in the SEOC and the Governor's office; will conduct a test with Governor's office, National Guard and FEMA.

**9 Secure Satellite Telephones:** Initiated a project to provide key government officials with secure Iridium Satellite telephones to maintain direction and control during emergencies.

**E. Arizona State Emergency Response Commission (AZSERC) Primary 2004 activities included:**

- Continued progress toward total *on-line* reporting.
- Assisted communities with CHER-CAP applications.
- Conducted *Gatekeeper* workshops providing assistance to industry with Tier-II reporting requirements and compliance.
- Published the quarterly *Gatekeeper* newsletter related to EPCRA.

#### Challenges/Critical Issues:

While programs and projects have been initiated, the Division greatest challenges have been:

- Establishing a state-wide interoperability communications system. Normally, such an undertaking would not be part of the Division's mission or capability.
- Management of the federal Homeland Security Grant funds.





## ARIZONA ARMY NATIONAL GUARD

***Mission:*** *To develop, train and sustain a military force capable of supporting national, state and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.*

As the United States Army begins its journey to transform into a light modular force, the National Guard is like-wise undergoing an "economy of force" conversion to a Joint Forces Headquarters – State structure. The overall organizational restructuring of National Guard will ensure that our forces are relevant, ready, reliable, essential and accessible to accomplish its federal and state missions with a Full Spectrum of Forces.

The Arizona Army National Guard's current Authorized End Strength is 4,651, with the Target End Strength of 4,400 for Fiscal Year 2004. On 30 June 2004 our Assigned Strength totaled 4,326, which equates to a 93% fill against the Authorized End Strength. Due to the tremendous population growth within the State of Arizona and the outstanding efforts of the Arizona Army National Guard Recruiting team, a new Force Structure Allowance of 4,650 and End Strength goal of 4,800 has been established for Fiscal Year 2007.

During the 1<sup>st</sup> quarter of Fiscal Year 2004 the Arizona Army National Guard moved up from 9/54 to 4/54 in the National Guard Bureau (NGB) Order of Readiness list. This solidified the Arizona Army National Guard standing within the top ten states for meeting readiness standards. At the State of the State briefing to the National Guard Bureau in June 2004, the Arizona Army National Guard was successful in getting the Army National Guard Director's endorsement to receive additional Force Structure in Arizona. It is anticipated that in the near future, the Arizona Army National Guard will receive an Air Assault Battalion to replace the 385 Aviation Regiment and an Infantry Battalion to replace the Field Artillery (Self Propelled) Battalion.

To date, for Fiscal Year 2004 the Arizona Army National has provided 34,901 Soldier workdays in support of Homeland Security (34,727) and State Active Duty (180) within Arizona.

In order to better serve our federal and state missions, the Arizona Army National Guard will ensure that our Full Spectrum of Forces meets the national standard for readiness. At any one point in time 25% of our forces will be mobilized or deployed, 25% will be in a Set Force Phase or preparing to mobilize, and 50% will be in the Reset Force Phase or ready to perform state and homeland defense missions. Currently there are sixteen Arizona Army National Guard units that are in the Reset Force Phase. Half of these units meet or exceed the Mandatory Level of Resourcing (MLR) standard. These reduced readiness numbers can be directly attributed to the ongoing cross leveling of personnel and equipment to units mobilizing

in support of Operations Iraqi Freedom and Enduring Freedom. Nine additional Arizona Army National Guard units returned from Iraq and Afghanistan since the beginning of 2004 and have begun the process of entering the Reset and reporting phase. Primarily, these units are awaiting the repair and return of their equipment.

In the early part of 2004, the 852 Rear Area Operations Center, 257 Engineer Company, 258 Engineer Company, 160<sup>th</sup> Finance Battalion, 3666<sup>th</sup> Maintenance Company, the Arizona OP Support Airlift Detachment (C-12 DET), and Company D of the 140<sup>th</sup> Aviation Intermediate Maintenance Detachment mobilized. Three (3) Army National Guard medical professionals deployed and returned from a 120-day rotation in Afghanistan and Iraq. Several individuals also went on Active Duty tours to support the Global War on Terrorism. In Jul 2004 the 123 Mobile Public Affairs Detachment will mobilize and in August 2004 the 158 Corps Support Battalion will deploy in support of Operation Iraqi Freedom III. Other units that have been alerted and are expected to mobilize prior to the end of 2004 are the 159<sup>th</sup> Finance Detachment, C-Company of the 189<sup>th</sup> Aviation, the 860<sup>th</sup> Military Police Company, and the 2-180 Field Artillery Battalion. The 2-180 Field Artillery Battalion will be divided into two units, trained, and deploy as a Rear Area Operations Center and a Military Police Company.

As of 30 June 2004, the AZ ARNG had 449 Soldiers on Active Duty supporting Operations Noble Eagle and Enduring Freedom II. Another 522 Soldiers are expected to mobilize prior to the end of the calendar year, for a total of 971 Soldiers mobilized/deployed in 2004. This equates to 22.1% of the total Arizona Army National Guard force.

Since January 2004, the Arizona Army National Guard has performed a total of 101 Military Funeral Honors and 49 Color Guards have been performed. These honors are rendered for any service member – Active, Reserve or Retired - who has died in the state of Arizona, upon request.



Parents watch as Det 1, 258 Eng. Co. soldiers leave for Iraq: proud but worried.

Camp Navajo, run by the Arizona Army National Guard, is a training site located in Bellemont, in north central Arizona. It is 12 miles west of Flagstaff and 17 miles east of Williams. The facility encompasses 28,347 acres and is situated in heavily forested to grassy, gently rolling to steep hilly terrain approximately 7,100 feet above mean sea level. The facility consists of 227 miles of roads, 38 miles of railroad, and approximately 780 ammunition storage igloos. The installation has its own electrical, water and wastewater distribution systems. Facilities include approximately 170 buildings of which 32 are currently used for administration, maintenance, operations, and storage. There are 776 igloo structures for storage of conventional (and formerly chemical) munitions. Additionally, there is a demolition area in the southern portion and buffer zones along the eastern and western borders of the base.

In May 2004 the 6253<sup>rd</sup> U.S. Army Reserve Hospital became a permanent tenant at Camp Navajo through and Inter-Service Support Agreement with the 63<sup>rd</sup> Regional Support Command. In 2004 Phase I work was completed on the post RV Park. It is anticipated that six sites will be completed by the end of this year. Establishing a water supply system, showers and restroom will not occur until 2005.

Recent changes in ARS 26-153 allow for Camp Navajo Industrial Operation to expand its customer base to include non-federal agencies. Similar changes are being considered at the federal level. The Camp Navajo Industrial Operation has continued to support the following DoD storage missions:

- Space Missile Command, U.S. Air Force, Minuteman II storage – last START Treaty inspection occurred on 18-19 May 04.
- Strategic Systems Program, Navy Trident C4 storage mission – last START Treaty inspection occurred on 9-10 March 04.
- ATCOM (Boeing) – assorted conventional ammunition storage.
- Bomb Dummy Unit (BDU) storage for ALC, Ogden.
- Security Assistance Command, Royal Air Force FMS storage of under-wing ordnance for RAF training in the U.S.
- Security Assistance Command, Singapore “Peace Vanguard” storage of ordnance to support the Singapore Apache training in Arizona.
- Additional non-federal storage missions.
- Northern Arizona University storage for Cardinal football team.

#### **Munitions storage for federal contractors:**

ATK Ordnance and Ground Systems, LLC and Goodrich Corporation-Universal Propulsion Company (Goodrich UPCO)

In January 2004, the Adjutant General of Arizona visited Kazakhstan to establish the groundwork for building a command there that will be similar to the National Guard. During March 2004 there was a Kazakhstan delegation that visited AZ to observe maintenance procedures and exchange infrastructure ideas. During the month of May 2004, the State Partnership for Peace program hosted the United States Central Command – Kazakhstan Consultative Staff Talks and sent a delegation to participate in the KAZSPAS Search and Rescue Seminar/competition in Kazakhstan. In June 2004, a delegation of Arizona Army National Guard Non-Commissioned

Officers participated in an ARCENT visit to Kazakhstan to assist in a Non-Commissioned Officers development program in Kazakhstan. Additionally, in June a Kazakhstan delegation participated in a boarder interdiction exchange with the boarder communities in Arizona. In July 2004 Arizona was visited by the senior enlisted member of the new Kazakhstan NCO Corp - a Master Sergeant with the Military of Defense - for Non-Commissioned Officer Corps Development. Additionally, aviators from Kazakhstan conducted joint HUEY II operations and maintenance operations training in Arizona. Another maintenance exchange program is scheduled for August 2004 in Kazakhstan and in September 2004, a delegation from Arizona will participate in the Central Asia Disaster Preparedness Workshop in Uzbekistan.

Currently there are 116 Air Force personnel from Singapore assigned to the Peace VanGuard unit stationed at the Silverbell Army Heliport, with 163 dependents living in the Marana, Arizona area. A United States Army organization made up of 26 Arizona Army National Guard personnel supports the unit. On 9 May 2004 the Singapore Minister of Defense, Rear Admiral (NS) Teo Chee Hein visited the Peace Van Guard unit. On 11 May 2004, LTC Wong assumed command of the Peace VanGuard unit from LTC Teo. The cooperative agreement between the Republic of Singapore and United States Government is to be renewed in Fiscal Year 2005.



Soldier of the 2222 Trans Co. returns home from Iraq.



Family and friends show their support of AZ National Guard soldiers and airmen when called to serve their nation.



# ARIZONA AIR NATIONAL GUARD

***Mission: To provide the Aerospace Force with combat-ready units that provide air refueling, trained F-16 pilots and theater air battle management. The Air National Guard also provides a disciplined, trained and readily accessible workforce which responds to natural disasters, terrorist activities, civil disorder and improves the life of our communities.***

The Arizona Air National Guard is comprised of five major elements. The Joint Force Headquarters, Air located at Papago Military Reservation, Phoenix, provides overall direction, coordination and support all Air National Guard units in the state. The 162<sup>nd</sup> Fighter Wing is located at Tucson International Airport, and conducts International Pilot Training. The 161<sup>st</sup> Air Refueling Wing is located at Sky Harbor International Airport in Phoenix and provides aerial refueling in support of Air Force tasking around the world. The 107<sup>th</sup> Air Control Squadron is located at Papago Military reservation and provides training for Air Force air controllers. The Space Operations Squadron is located at the 161<sup>st</sup> Air Refueling Wing and is the newest unit. This unit is awaiting Federal Recognition and unit designation by the Air Force. The unit supports Air Force Space Command and provides exercise development. The Arizona Air National Guard's Authorized Strength is 2641 and the Assigned Strength is 2,601 with a 98.5% percentage rate. The strength increased overall a half of percentage point from last year and appears to be on a gradual increase. Several diversity initiatives are underway to increase the strength back to 100%. The retention rate increased this year from 96% to 98% and continues to exceed National Guard Bureau standards. The retention rate is a good indicator of morale and seems to be extremely high. A strong Family Readiness Program has been a vital part of our retention effort.



161st ARW Firefighters in training.

The Air National Guard was selected to host the National Guard Bureau's Senior Leadership Conference in Phoenix, Ariz. The conference will be held from 12 - 16 December at the JW Marriott Resort at Desert Ridge, Phoenix, Ariz. This conference is mostly comprised of individuals in the rank of Colonels and above and focuses on existing and future military policies. This conference may also involve some members from Congress. We expect

this to be a very successful conference.

The Arizona Air National Guard has mobilized and or deployed members around the world with outstanding results. The following deployments were performed during Fiscal Year 2004. Lakenheath, United Kingdom; Istres, France; Keflavik, Iceland; Geilenkirchen, Germany; Osan, Korea; and Incirlik, Turkey, Ecuador, Curacao and various locations in Kuwait, Afghanistan and Iraq.

## 162<sup>nd</sup> Fighter Wing

The 162<sup>nd</sup> Fighter Wing continues to train fighter pilots. The following countries have been trained or are currently being trained by the Wing: Netherlands, Singapore, Portugal, Bahrain, Turkey, Belgium, Indonesia, Israel, Chile, Thailand, Norway, Jordan, Taiwan, Denmark, Japan, Italy, Greece and United Arab Emirates. The 162<sup>nd</sup> Fighter Wing also hosts the Air National Guard and Air Force Reserve Test Center, Operation Snowbird. To date the unit has trained more than 5, 000 pilots for the Air National Guard, the United States Air Force and allied countries in Europe and Asia. This past year the unit has performed over 230 Air Sovereignty Missions in support of Noble Eagle and Homeland Defense. The major accomplishment for this fiscal year was Air Force signed a letter of agreement with United Arab Emirates for the Unit to train their pilots on newest F-16 aircraft called the Block 60. The unit will get 13 aircraft for training purposes.

## Space Operations Squadron

The Space Operations Squadron was approved by Air Force Space Command on September 10<sup>th</sup> 2003. The Space Squadron has received approval from National Guard Bureau to hire nine enlisted full time positions and another 45 traditional positions. Eight of the nine enlisted positions have been filled. Work continues with Air Force Space Command and the National Guard Bureau to finalize the permanent change request to Federally Recognize this unit. The unit designation requested is the 111<sup>th</sup> Space Operations Squadron.

## 161<sup>st</sup> Air Refueling Wing

The 161<sup>st</sup> Air Refueling Wing, located at Sky Harbor International Airport, has been the sole provider of Air Refueling for the F-22 Test Flights at Edwards Air Force Base, California. The Arizona National Guard is still looking at new 767 airframes to support the refueling mission. The unit recently had a Site Activation Task Force from the National Guard Bureau in preparation of getting the KC135 R models to replace the KC135 E models. The Site Activation Task Force is recommending a reduction of 43 Military positions and 8 full time positions. Our plan is to get National Guard Bureau approval to transfer these positions to the new Space Mission. The time frame to accept the KC-135 R models has slipped from October 2004 to January 2005 timeframe. Unit's National Focus Programs include: NASA Engine Rebuilds and Weightless Program, Tanker Tactics Program, Air National Guard KC 767 point of contact.



All photos are of the 161st ARW performing training and assisting the community of Phoenix.



## 107th Air Control Squadron

The 107<sup>th</sup> Air Control Squadron, located at 52<sup>nd</sup> Street and McDowell, trains weapons controllers for the Active Duty Air Force. The unit recently received a management stud from the National Guard Bureau and Air Education and Training Command. The study validated 18 additional manpower requirements will help their shortage of manpower problem. The unit is currently having facilities renovated and remodeled by the Air Force. This renovation is estimated to be over \$5.5 million dollars and should be completed in two years.

### Community Service FY 04:

Boy Scouts

Adopt-a-Family (Christmas)

Girl Scouts

Employer Support Guard/Reserve

Special Olympics

Casa De Los Ninos

Ronald McDonald House

Tucson Fire Department

Toys for Veterans Day Celebration

Operations Santa Clause

Martin Luther King Celebration

4H Club

Clothing Drive for needy

Jimmy Jet Foundation

Valley Big Brothers/Big Sisters

School Volunteers

Veteran of Foreign Wars

Junior ROTC

Veterans Hospital

Family Readiness

American Cancer Society

Red Cross

Gospel Rescue Mission

Habitat for Humanity

Combined Federal Campaign

